

## 1. Background

- 1.1 Local authorities are limited in their ability to utilise capital receipts (the disposal proceeds from the sale of fixed assets or repayment of loans for capital purposes). Statutory guidance issued under s15(1) of the Local Government Act 2003 by the Ministry of Housing, Communities and Local Government (as amended) generally precludes capital receipts being used to fund revenue expenditure and requires them to be applied to either fund capital expenditure or repay debt. The Act also requires local authorities to have regard to other guidance as directed by the Secretary of State – this currently includes the following guidance issued by the Chartered Institute of Public Finance and Accountancy [CIPFA]:
- The Prudential Code for Capital Finance in Local Authorities; and
  - The Code of Practice on Local Authority Accounting.
- 1.2 The Spending Review 2015 included a relaxation to the above regulations allowing the use of capital receipts for a limited period; between 2016/17 and 2018/19, to fund revenue expenditure “*that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or improve the quality of service delivery in future years*”. This announcement was implemented by the issuing of regulations in March 2016. The period over which these amended regulations applied was extended to 2021/22 in the 2018/19 Local Government Finance Settlement.
- 1.3 In order for revenue expenditure to be funded from the flexible use of capital receipts, a strategy is required for each financial year that:
- Lists each project that plans to make use of the capital receipts flexibility, listing any element of funding towards the project that is funded from other sources;
  - Contains details on projects approved in previous years, including commentary on whether the planned savings or service transformation have been /are being realised in line with the initial cost-benefit analysis;
  - Be approved by Full Council prior to the start of the relevant financial year; and
  - Identify any subsequent changes during the year subject to approval by Full Council.
- 1.4 This document sets out the Council’s Flexible Capital Receipts Strategy, updating the plan since last considered by Council in February 2020 and details the individual projects which have and are planned to be funded from the flexible use of capital receipts in accordance with the above requirements.

## **2. Savings**

- 2.1. The draft budget for consultation (to which this Strategy is attached as an appendix) contains details of the £24.4m of savings proposed to be delivered over the forthcoming three years and readers should refer to that document for full details of these.
- 2.2. This strategy and investment proposals support the delivery of those savings or mitigate future additional spending pressures that would otherwise materialise. The cost of investing in making these savings is included within the General Fund Capital Programme set out in Appendix 5 of the main report and is, under regulations, fully funded from the use of capital receipts.

## **3. Delivery Fund**

- 3.1 A report to Council on 26 June 2018 set out in detail how the £13.6m Delivery Fund would be invested. It included:
  - Capacity to set up and deliver the Council's programme of change and transformation; and
  - Resources to deliver specific savings.
- 3.2 Further reports to Council in February 2019 and 2020 described how the Delivery Fund had been invested to date, and provided a summary of Delivery Fund allocation from its inception in 2017/18 until the end of the planning period covered at the time.
- 3.3 Slippage in calls on the Delivery Fund saw an outturn for 2019/20 of £3.3m compared to the budgeted spend of £4.5m. This report updates latest projected project budgets to include that slippage together with further proposals being brought forward as well as changes in estimated future costs. Annexe A sets out the latest proposals for 2020/21 to 2021/22 (the final year the current capital receipts flexibility can be applied), whilst Annexe B shows the budgets agreed in February 2020 and the changes proposed since that date that lead to the current proposals.
- 3.4 The table below summarises the forecast budgets and historic actual spend by the Delivery Fund from positions previously presented to members in June 2018, February 2019 and February 2020.

**Table 1: Summary of Delivery Fund Spend to Date / Future Spend**

	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	Total (£,000's)
<u>June 2018</u>						
Capital Receipts Strategy	2,095	5,661	3,734	836		12,326
Contingency/Unallocated		250	500	500		1,250
	2,095	5,911	4,234	1,336	0	13,576
<u>February 2019</u>						
Capital Receipts Strategy	1,319	6,405	6,098	615		14,437
Contingency/Unallocated		(494)	(1,864)	1,497		(861)
	1,319	5,911	4,234	2,112	0	13,576
<u>December 2019</u>						
Capital Receipts Strategy	1,319	3,182	7,070	1,012	377	12,960
Contingency/Unallocated				308	308	616
	1,319	3,182	7,070	1,320	685	13,576
<u>February 2020</u>						
Capital Receipts Strategy	1,319	3,182	4,539	3,226	467	12,733
Contingency/Unallocated				843		843
	1,319	3,182	4,539	4,069	467	13,576
<u>December 2020</u>						
Capital Receipts Strategy	1,319	3,182	3,287	4,412	1,236	13,436
Contingency/Unallocated				140	0	140
	1,319	3,182	3,287	4,552	1,236	13,576

Actuals
  Budget

- 3.5 The change in forecast spend between February 2020 and December 2020 includes the roll forward of underspends from 2019/20, and further re-phasing of 2020/21 budgets together with new spend proposals being approved and others being identified as no longer required. Annexe B shows changes against all projects between February and December and colour-coding highlights those budgets where funding requirements are proposed to be completely removed or added.
- 3.6 A number of new Delivery Fund Requests have been received as part of the MTFS refresh to meet new income/savings, see Table 2 below. These are subject to more detailed business case requests and sign off by the Council's S151 Officer. Requests approved by the S151 Officer will be reported to the February and June 2021 Policy Committee's (including requesting approval from Councillors at February Full Council).

**Table 2: New Delivery Fund Requests**

Directorate	Project	Saving Identified (£'000's)	2020/21 (£'000's)	2021/22 (£'000's)	Total Spend (£'000's)
DOR	Management and Staffing Review - OD Upskilling	Transform	12		12
DOR	<i>Implementation costs for making Customer Service and Corporate Improvement more efficient.</i>	(396)	250	250	500
DOR	Business Analysts x2	(396)	56	112	168
DOR	Psychometric Assessment Training	(56)	20		20
DOR	Finance system implementation lead and support	(324)	55	140	195
DOR	ICT Accelerator	(500)	250		250
DACHS	Transitions - operational consultant	(1,730)	21		21
DACHS	Direct Payments - 2x PA Officers	(668)	47	47	94
DACHS	Locum Social Workers x4 Reviewing Team Project	(1,220)	64	188	252
DACHS	<i>Technology Enabled Care at Home team</i>	(1,129)	139		139
DACHS	<i>Outcome Based Service Delivery - Locum Worker and OT</i>	(317)	99	133	232
DACHS	<i>Transformation Partner of enhanced reablement services</i>	(500)	300		300
DEGNS	Consultant support for Transport and Parking review	(1,800)	156		156
		<b>(9,036)</b>	<b>1,469</b>	<b>870</b>	<b>2,339</b>

- 3.7 The list of new bids in Table 2 above does include some projects that were presented to Council for approval in February 2020, but where, as a result of the Covid-19 pandemic, it has not been possible to progress them and/or values have now changed.
- 3.8 If all the new bids listed in Table 2 are approved this will leave only £140k left unallocated in the contingency. Brighter Futures for Children (BFfC) are currently reviewing their improvement plan and it is anticipated that a new bid to the Delivery Fund will come forward up to a value of £1m. Given the available resources remaining in the Delivery Fund such a bid would need to be resourced either from additional Capital Receipts, Reserves, or by re-prioritising within the available Delivery Fund resources.

3.9 Annexe A to this Strategy contains a list of all Delivery Fund projects and Annexe B illustrates the changes to Delivery Fund allocations between those agreed in February 2020 and the latest projections.

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	12	39	21	35	-	107
Service restructure and reconfiguration	Recruitment Costs	42	19	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	16
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	-	58	34	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	28	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	102	-	-	-	102
	Additional legal and TUPE advice	-	81	38	-	-	119
	Associated project costs, supplies and services	-	2	2	-	-	4
Revenues and Benefits market testing							
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	-	63			-	63
Corporate Approach to Reducing Fraud	IT Costs	-	8	-	-	-	8
Management and Staffing Review	Change Management	-	-	-	15	-	15

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	23	-	-	23
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching			14			14
NNDR RV Maximisation	Engage external consultants			19			19
New Customer Experience Model	Pilot Thoughtonomy - Robotic Process Automation.			24	9		33
New Customer Experience Model	Pilot Thoughtonomy - Virtual workers				63	61	124
New Customer Experience Model	Pilot Thoughtonomy - Develop role				68	41	109
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	62	77	-	-	269
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	34	-	-	86
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	200	-	-	-	288

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Reporting and Performance	76	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	23
	Interim reporting post in Children's Services	43	-	-	-	-	43
	Corporate Systems Owner	84	44	-	-	-	128
	Finance Specialist	74	87	-	-	-	161
	Project Manager on Business Objects Implementation	-	31	-	-	-	31
	Business Objects Developer	-	30	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	24	182	62	-	268
Capacity to support delivery of change and savings across programme	Programme Officer x1	-	27	49	-	-	76
Capacity to support delivery of change and savings across programme	Senior Project Manager x 2			11	139	128	278
Capacity to support delivery of change and savings across programme	Business Analyst			10	57	47	114
Capacity to support delivery of change and savings across programme	Project Officer			8	49	41	98



**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22 Total
		Actual (£,000's)	Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Budget (£,000's)	
	Contribution to Team Reading costs			10			10
<b>Total: Director of Resources (DOR)</b>		<b>755</b>	<b>908</b>	<b>580</b>	<b>531</b>	<b>318</b>	<b>3,092</b>

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests

Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	52	266	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	-	127	-	-	-	127
Workstream A: Improving Practice Standards	Practice Improvement Principle Social Worker				100		100
	Family Group Conferencing				75		75
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	8	-	-	-	8
	Training for Safety Standards Model. 18/9 project start up training	-	105	-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	-	4	-	45	-	49
	Family Reunification Team. 18/19 start up	-	-	-	25	-	25
	Edge of Care Team, Adolescents. 18/19 start up	-	37	-	100	-	137
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	10	-	-	10
Work stream D: Stronger Stability for Children	Re-imaging Foster Care. 18/19 start up	-	77	-	-	-	77
	Placement Solutions Team. 19/20 start up	-	10	-	215	-	225

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	-	50	200	-	250
	Design & implementation of supported lodgings for 16+	-	-	5	-	-	5
	Review of Continued Health Contribution (CHC). 18/19 start up	-	-	29	-	-	29
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	29	50	-	79
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	6	-	-	-	6
	SEND Commissioner. 18/19 start up	-	64	-	130	-	194
	Business Improvement				120		120
	Digitalisation				210		210
	Development of traded services	-	213	205	-	-	418
	Transformation Programme Team	-	177	403	490	-	1,070
	Short Breaks				25		25
Funds to be allocated to projects in	-	-	-	-	-	-	
<b>Total: Childrens (BFFC)</b>		<b>52</b>	<b>1,094</b>	<b>731</b>	<b>1,785</b>	<b>-</b>	<b>3,662</b>

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	102	127	-	-	261
	Project Support	16	-	-	-	-	16
	Programme Officer	19	39	45	-	-	103
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	63	68	66	-	-	197
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	55	57	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	27	58	59	-	-	144
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	20	47	35	-	-	102
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	239	201	-	-	676

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) extension			20			20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	139	3	-	-	191
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-	-	79	-	-	79
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	2	28	-	-	30
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-	-	53	69	48	170
The resource supports restructures, wider remodelling of the workforce, and learning & development. Associated savings: Commissioning Team Realignment; Implementation of Business Support restructure; Locality Team Realignment	Workforce consultancy & Training Programmes (Partners for change)	-	52	71	-	-	123
<b>Total: Directorate of Adults Social Care and Health (DACHS)</b>		<b>462</b>	<b>801</b>	<b>844</b>	<b>69</b>	<b>48</b>	<b>2,224</b>
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	8	21	22	-	-	51

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	54	113	-	-	189
Review option of trust model for Arts	Consultancy costs	-	29	-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	26	-	-	-	26
Review existing Parking Permit Charges	Comms Support, IT Support			11			11

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
Extend residents parking permit areas	Consultant support	-	18	71	-	-	89
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	-	1	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	-	9	3	-	-	12
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	-	37	16	-	-	53
	Communications Officer	-	-	10	-	-	10
	Consultant Support	-	-	11	-	-	11
	Consultant Support (Car park surveys / database set-up)	-	20	87	-	-	107
	Project Delivery	-	127	146	-	-	273
Make theatres break even through working with other operators	Independent consultants to market	-	-	23	-	-	23
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	16	35	-	51
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant	Project Manager	-	37	-	-	-	37
	General resource	-	-	173	59	-	232
	Consultancy - report writing	20	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	-	-	68	75	-	143
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	-	-	337	63	-	400
Food Waste	Project Manager			17	60		77
	Consultants to carry out modelling			8			8
	Stickers and Leaflets (Phases 1 & 2)				36		36
	Mailout to all residents				32		32

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22 Total
		Actual (£,000's)	Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Budget (£,000's)	
	Communications time and production				47		47



**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
	Marketing	-	-		110	-	110
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-	-	-	41	-	41
<b>Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)</b>		<b>50</b>	<b>379</b>	<b>1,132</b>	<b>558</b>	<b>-</b>	<b>2,119</b>
Capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the Council	Managing Change - unallocated funding	-	-	-	140	-	140
<b>Total: Unallocated / Contingency</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>140</b>	<b>-</b>	<b>140</b>
Management and Staffing Review	OD upskilling				12		12
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	<i>Staff and implementation costs</i>				250	250	500
	Business Analysts x 2				56	112	168
Executive Recruitment Search Fees	Pschometric Assessment Training				20		20
	Finance system implementation lead and support				55	140	195
	ICT Accelerator				250		250
	Transitions - operational consultant				21		21
	Direct Payments - 2x PA Officers				47	47	94
	Locum Social Workers x4 Reviewing Team Project				64	188	252
<i>*Investment in Technology Enabled Care at home</i>	<i>Funding for TECH Team</i>				139		139
<i>Outcome based service delivery</i>	<i>Locum Worker and OT</i>				99	133	232

**Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests  
Actual (17/18, 18/19 & 19/20) and Future Forecast Delivery Fund Spend**

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Actual (£,000's)	2020/21 Budget (£,000's)	2021/22 Budget (£,000's)	2017-22 Total (£,000's)
<i>*Enhanced reablement for mental health and learning disability service users</i>	Transformation Partner MH/LD				300		300
Transport and Parking Review	Consultant Support				156		156
							-
<b>Total: New Projects</b>		-	-	-	1,469	870	2,339
<b>Total: All Projects</b>		1,319	3,182	3,287	4,552	1,236	13,576

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	12	39	13	8	43	(8)	-	-	107
Service restructure and reconfiguration	Recruitment Costs	42	19	-	-	-	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	-	-	-	16
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	-	92	(34)	-	34	-	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	28	0	-	0	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	102	-	-	-	-	-	-	102
	Additional legal and TUPE advice	-	81	43	(5)	-	-	-	-	119
Revenues and Benefits market testing	Associated project costs, supplies and services	-	2	8	(6)	-	-	-	-	4
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	-	63	47	(47)	-	-	-	-	63
Corporate Approach to Reducing Fraud	IT Costs	-	8	-	-	-	-	-	-	8
		-	-	-	-	-	-	-	-	-
Management and Staffing Review	Change Management	-	-	31	(31)	-	15	-	-	15
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	19	4	-	-	-	-	23
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	-	-	14	-	-	-	-	-	14
NNDR RV Maximisation	Engage external consultants	-	-	19	-	-	-	-	-	19
New Customer Experience Model	Pilot Thoughtonomy - Robotic Process Automation.	-	-	55	(31)	108	(99)	102	(102)	33
New Customer Experience Model	Pilot Thoughtonomy - Virtual workers	-	-	-	-	-	63	-	61	124
New Customer Experience Model	Pilot Thoughtonomy - Develop role	-	-	-	-	-	68	-	41	109

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	62	77	-	-	-	-	-	269
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	35	(1)	-	-	-	-	86
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	-	-	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	200	-	-	0	-	-	-	288
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Reporting and Performance	76	-	-	-	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	-	-	-	23
	Interim reporting post in Children's Services	43	-	-	-	-	-	-	-	43
	Corporate Systems Owner	84	44	-	-	-	-	-	-	128
	Finance Specialist	74	87	-	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	-	31	-	-	-	-	-	-	31
	Business Objects Developer	-	30	-	-	-	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	24	129	53	115	(53)	-	-	268
Capacity to support delivery of change and savings across programme	Programme Officer x2	-	27	49	-	46	(46)	-	-	76

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Capacity to support delivery of change and savings across programme	Senior Project Manager x 2			120	(109)	245	(106)	125	3	278
Capacity to support delivery of change and savings across programme	Business Analyst				10		57		47	114
Capacity to support delivery of change and savings across programme	Project Officer				8		49		41	98
	Contribution to Team Reading costs				10		-		-	10
<b>Total: Director of Resources (DOR)</b>		<b>755</b>	<b>908</b>	<b>751</b>	<b>(171)</b>	<b>557</b>	<b>(26)</b>	<b>227</b>	<b>91</b>	<b>3,092</b>
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	52	266		-		-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	-	127		-		-	-	-	127
Workstream A: Improving Practice Standards	Practice Improvement Principle Social Worker				-		100		-	100
	Family Group Conferencing				-		75		-	75
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	8	10	(10)		-	-	-	8
	Training for Safety Standards Model. 18/9 project start up training	-	105		-		-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	-	4		-		45	-	-	49
	Family Reunification Team. 18/19 start up	-	-		-		25	-	-	25
	Edge of Care Team, Adolescents. 18/19 start up	-	37		-		100	-	-	137
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	10	-		-	-	-	10
Work stream D: Stronger Stability for Children	Re-imaging Foster Care. 18/19 start up	-	77		-		-	-	-	77
	Placement Solutions Team. 19/20 start up	-	10		-		200	-	-	210

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 - solutions team savings of £1.8M. 18/19 start up					255	(255)			-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	-	189	(139)	50	165	-	-	265
	Design & implementation of supported lodgings for 16+	-	-	5	-	45	(45)	-	-	5
	Review of Continued Health Contribution (CHC). 18/19 start up	-	-	40	(11)	20	(20)	-	-	29
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	50	(21)	-	50	-	-	79
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	6	150	(150)	-	-	-	-	6
	SEND Commissioner. 18/19 start up	-	64	50	(50)	50	80	-	-	194
	Business Improvement	-	-	-	-	-	120	-	-	120
	Digitalisation	-	-	-	-	-	210	-	-	210
	Development of traded services	-	213	280	(75)	70	(70)	-	-	418
	Transformation Programme Team	-	177	460	(57)	90	400	-	-	1,070
	Short Breaks	-	-	-	-	-	25	-	-	25
	Funds to be allocated			300	(300)	392	(392)			-
<b>Total: Childrens (BFFC)</b>		<b>52</b>	<b>1,094</b>	<b>1,544</b>	<b>(813)</b>	<b>972</b>	<b>813</b>	<b>-</b>	<b>-</b>	<b>3,662</b>
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	102	121	6	-	-	-	-	261
	Project Support	16	-	-	-	-	-	-	-	16
	Programme Officer	19	39	45	-	-	-	-	-	103
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	63	68	66	-	-	-	-	-	197
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	55	57	-	-	-	-	-	112

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22	2017-22
		Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Change (£,000's)	Budget (£,000's)	Change (£,000's)	Budget (£,000's)	Change (£,000's)	Total (£,000's)
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	27	58	59	-	-	-	-	-	144
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	20	47	41	(6)	-	-	-	-	102
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	239	334	(133)	-	-	-	-	676
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) extension				20					20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	139	2	1	82	(82)	-	-	191
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	-	-	72	7	-	-	-	-	79
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	-	2	28	-	-	-	-	-	30
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-	-	53	-	36	33	-	48	170
	Workforce consultancy & Training Programmes (Partners for change)	-	52	32	39	-	-	-	-	123
<b>Total: Directorate of Adults Social Care and Health (DACHS)</b>		<b>462</b>	<b>801</b>	<b>910</b>	<b>(66)</b>	<b>118</b>	<b>(49)</b>	<b>-</b>	<b>48</b>	<b>2,224</b>
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	8	21	22	-	-	-	-	-	51



## Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

## Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22	2017-22
		Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Change (£,000's)	Budget (£,000's)	Change (£,000's)	Budget (£,000's)	Change (£,000's)	Total (£,000's)
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	54	124	(11)		-	-	-	189
Review option of trust model for Arts	Consultancy costs	-	29		-		-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	26		-		-	-	-	26
Review existing Parking Permit	Comms Support, IT Support		-	11	-		-			11
Extend residents parking permit areas	Consultant support	-	18	262	(191)		-	-	-	89
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	-	1		-		-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	-	9	16	(13)		-	-	-	12
	Consultancy costs and costs to improve remaining facilities			25	(25)					-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	-	37	16	-	-	-	-	-	53
	Communications Officer	-	-	10	-	-	-	-	-	10
	Consultant Support	-	-	11	-	-	-	-	-	11
	Consultant Support (Car park surveys / database set-up)	-	20	87	-	-	-	-	-	107
	Project Delivery	-	127	-	146	-	-	-	-	273
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	-	-	25	(2)	-	-	-	-	23
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	50	(34)	-	35	-	-	51
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFS period	General resource	-	-	-	173	-	59	-	-	232
	Project Manager	-	37	-	-	-	-	-	-	37
	Cost Consultant	-	-	75	(75)	59	(59)	-	-	-
	Consultancy - report writing	20	-	-	-	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	-	-	68	-	75	-	-	-	143
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	-	-	381	(44)	19	44	-	-	400
Review enforcement contract	Consultancy support	-	-	-	-	50	(50)	-	-	-

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
	Project Manager				17		60		-	77
	Consultants to carry out modelling				8		-		-	8
	Stickers and Leaflets (Phases 1 & 2)				-		36		-	36
Food Waste	Mailout to all residents				-		32		-	32
	Communications time and production				-		47		-	47
	Marketing				-		110		-	110
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-	-	41	(41)		41	-	-	41
<b>Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)</b>		<b>50</b>	<b>379</b>	<b>1,224</b>	<b>(92)</b>	<b>203</b>	<b>355</b>	<b>-</b>	<b>-</b>	<b>2,119</b>
Capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the Council	Managing Change - unallocated funding	-	-	-	-	843	(703)	-	-	140
<b>Total: Unallocated / Contingency</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>843</b>	<b>(703)</b>	<b>-</b>	<b>-</b>	<b>140</b>
Management and Staffing Review	OD upskilling						12			12
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	<i>Staff and implementation costs</i>						250		250	500
	Business Analysts x 2				-		56		112	168
Executive Recruitment Search Fees	Pschometric Assessment Training				-		20		-	20
	Finance system implementation lead and support				-		55		140	195
	ICT Accelerator				-		250		-	250
	Transitions - operational consultant						21		-	21
	Direct Payments - 2x PA Officers						47		47	94
	Locum Social Workers x4 Reviewing Team Project						64		188	252
<i>*Investment in Technology Enabled Care at home</i>	<i>Funding for TECH Team</i>						139			139
<i>Outcome based service delivery</i>	<i>Locum Worker and OT</i>				-		99		133	232

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2020

Saving Description	Resource Required
<i>*Enhanced reablement for mental health and learning disability service users</i>	Transformation Partner MH/LD
Transport and Parking Review	Consultant Support
<b>Total: New Projects</b>	
<b>Total: All Projects</b>	
<b>Adjusted Budget after Change</b>	

2017/18 Actual (£,000's)	2018/19 Actual (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Total (£,000's)
					300			300
			-		156		-	156
			-		-		-	-
-	-	-	-	-	1,469	-	870	2,339
1,319	3,182	4,429	(1,142)	2,693	1,859	227	1,009	13,576
1,319	3,182		3,287		4,552		1,236	

- 2019/20 Onwards Proposal Fully Removed
- 2019/20 Onwards New Proposals